

We Can't Measure What We Do

Measuring what matters in the public sector

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Performance measures should be

- **S**pecific
- **M**easurable
- **A**ttributable
- **R**elevant
- **T**imebound

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Measures respond to demand...

- “Compliance” with RCW is not enough
- Service delivery standards are rising
- Revenues down, demand is up
- We can “act like a business” even if we are not about making money

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Managers have three jobs

1. Meet performance expectations
2. Build organizational capacity
3. Build support in the “authorizing environment”

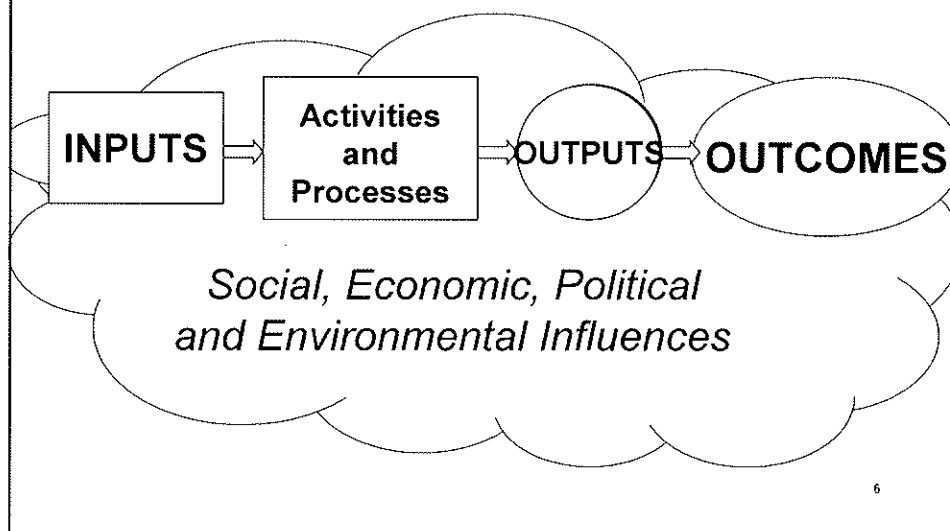
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Measures help managers:

1. **Deliver expected performance**
 - Are we meeting service standards?
 - Are our strategies working?
 - Are we making progress toward our goals?
2. **Build organizational capacity**
 - Is each employee doing their part?
 - Are we allocating our resources to the right things?
 - Do we have the tools and resources we need?
3. **Influence decision-makers/authorizers**
 - Are we accomplishing what they expect?
 - What do we provide for the tax dollars we get?
 - What do we need from them to meet expectations?

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But what do we measure?

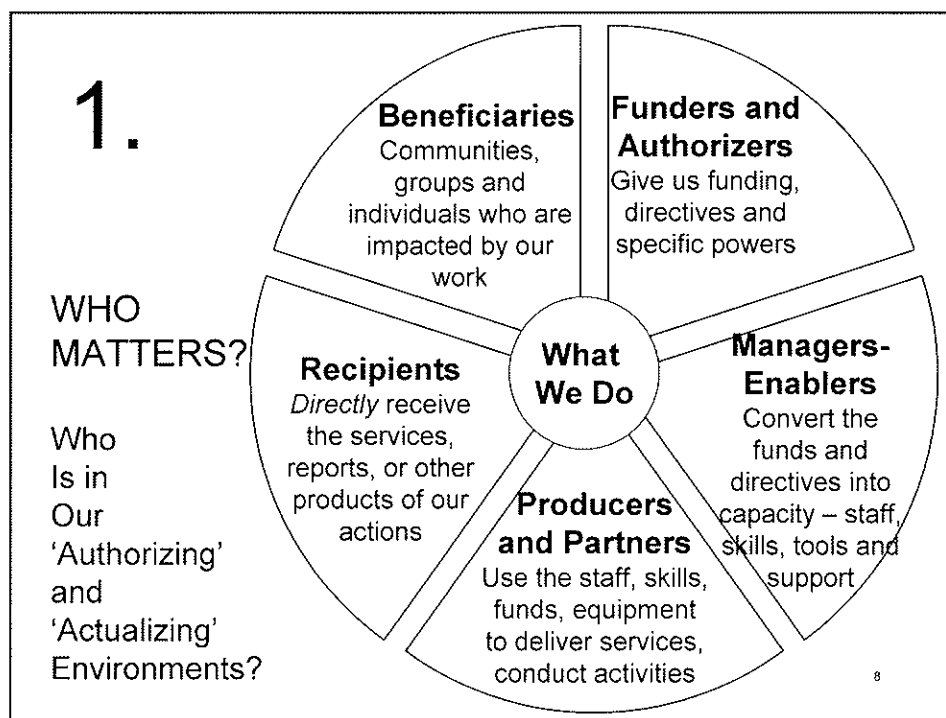


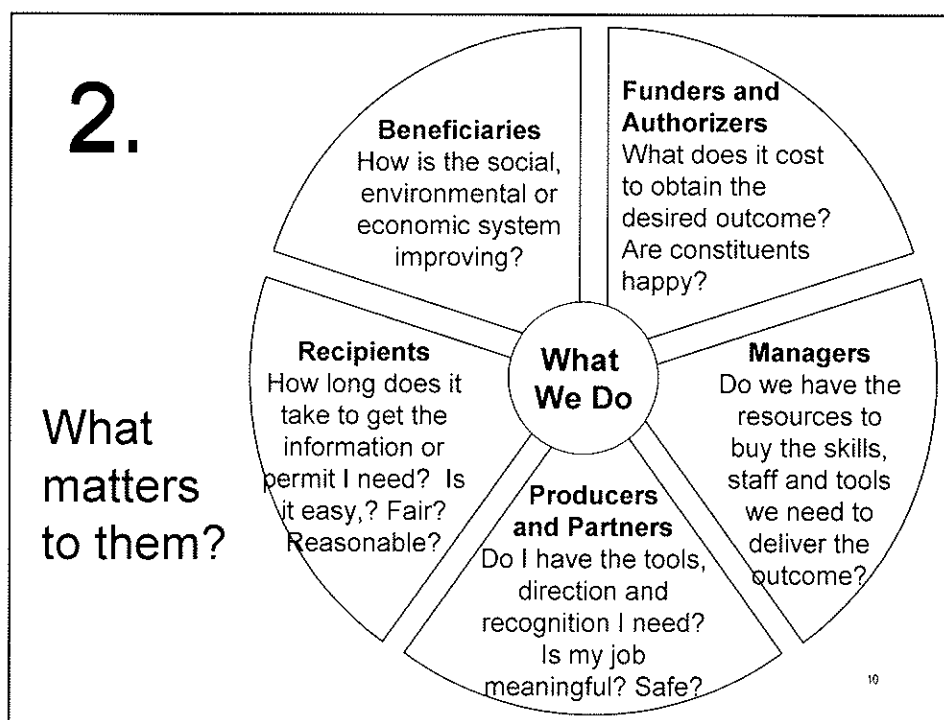
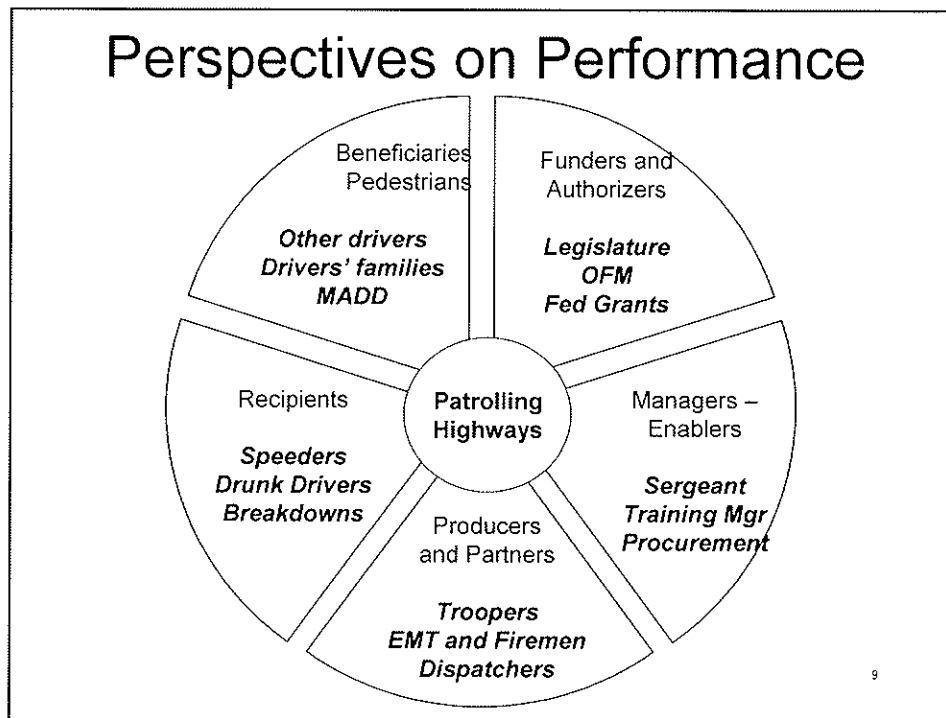
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What measures matter?

1. **Who** expects something from the activity?
2. What's meaningful to **them**?
3. How do **they** decide if they got what they cared about?
4. How can we measure our work in terms that are meaningful to **them**?

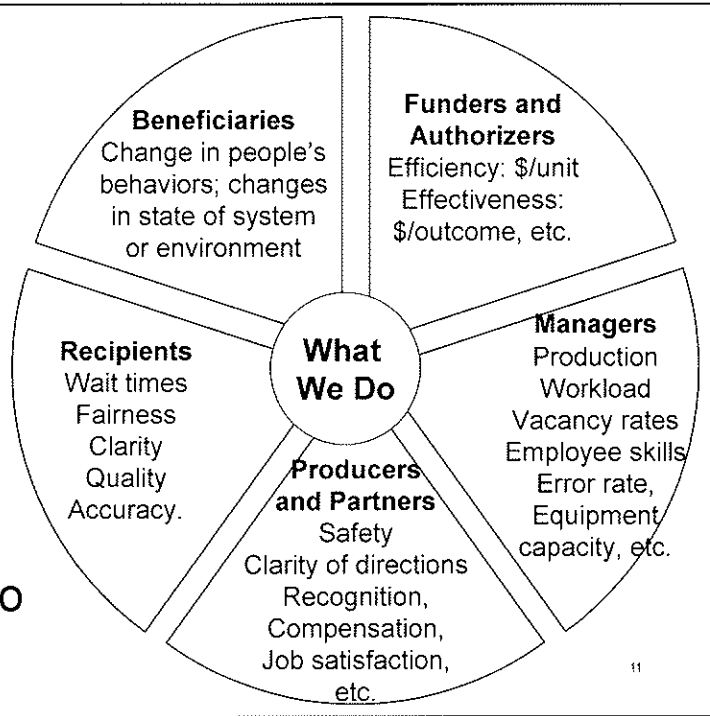
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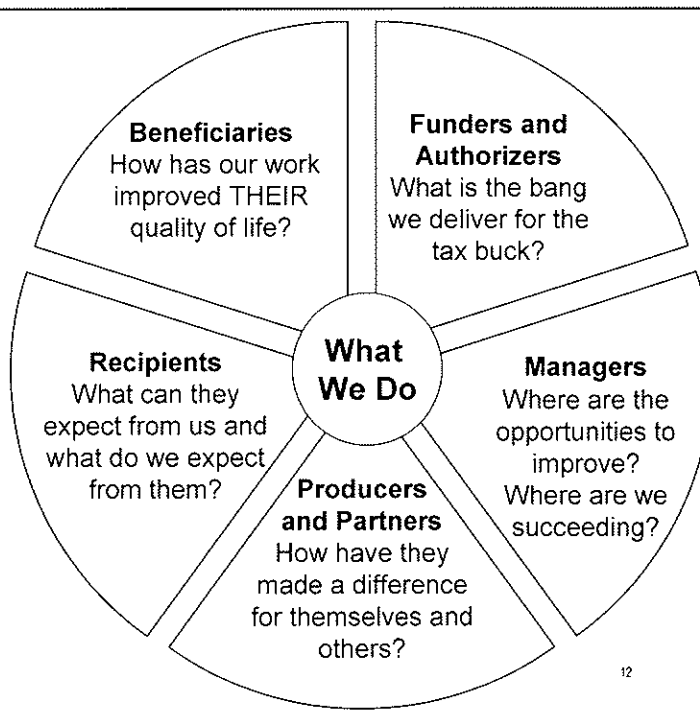
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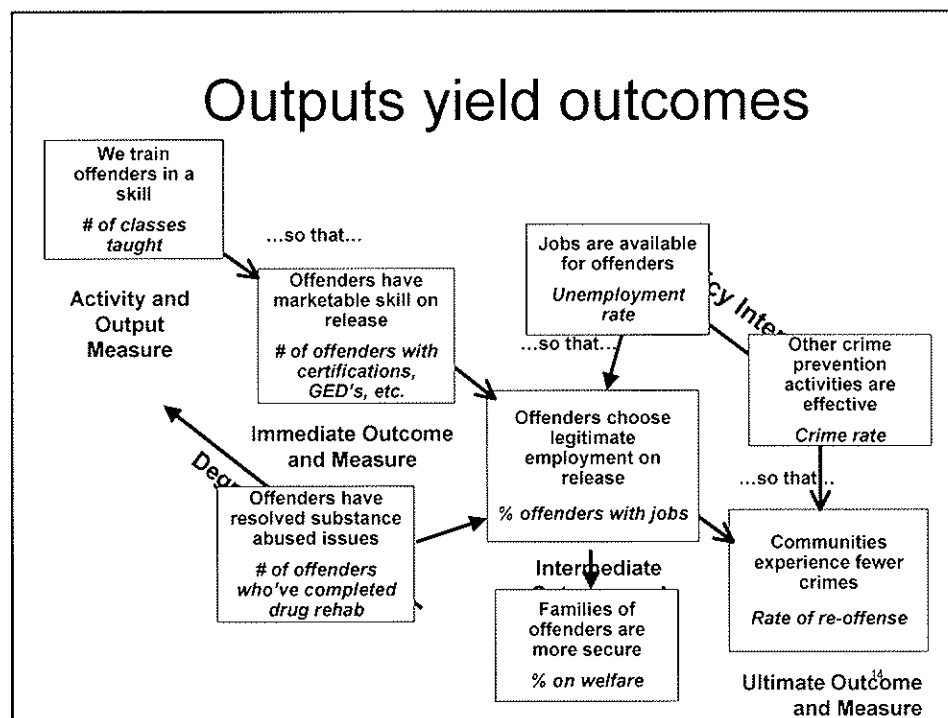
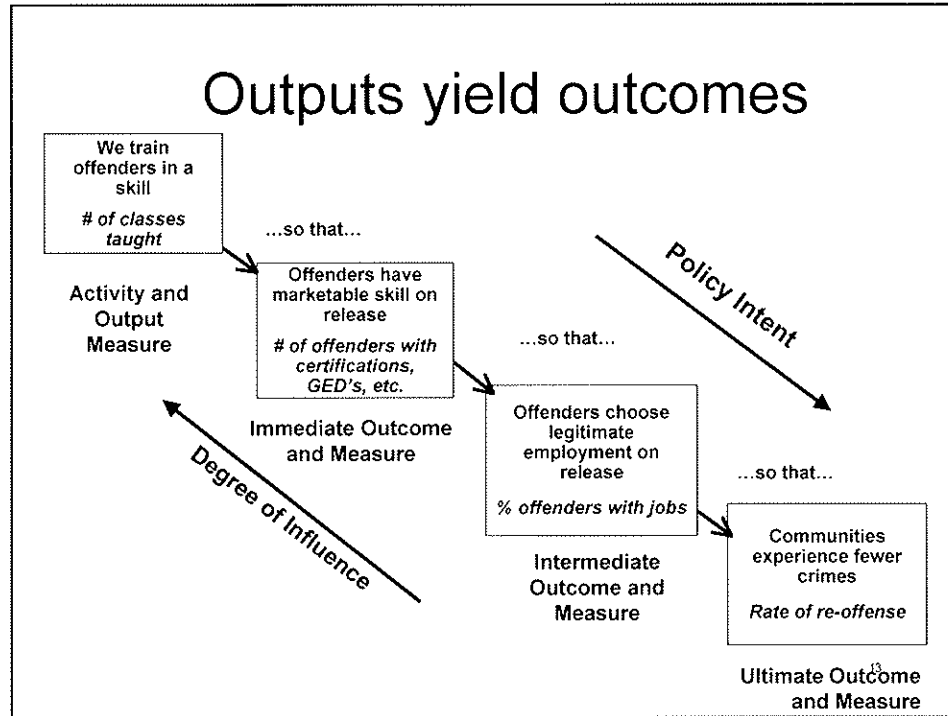
How do
do
THEY
measure
what
matters to
them?

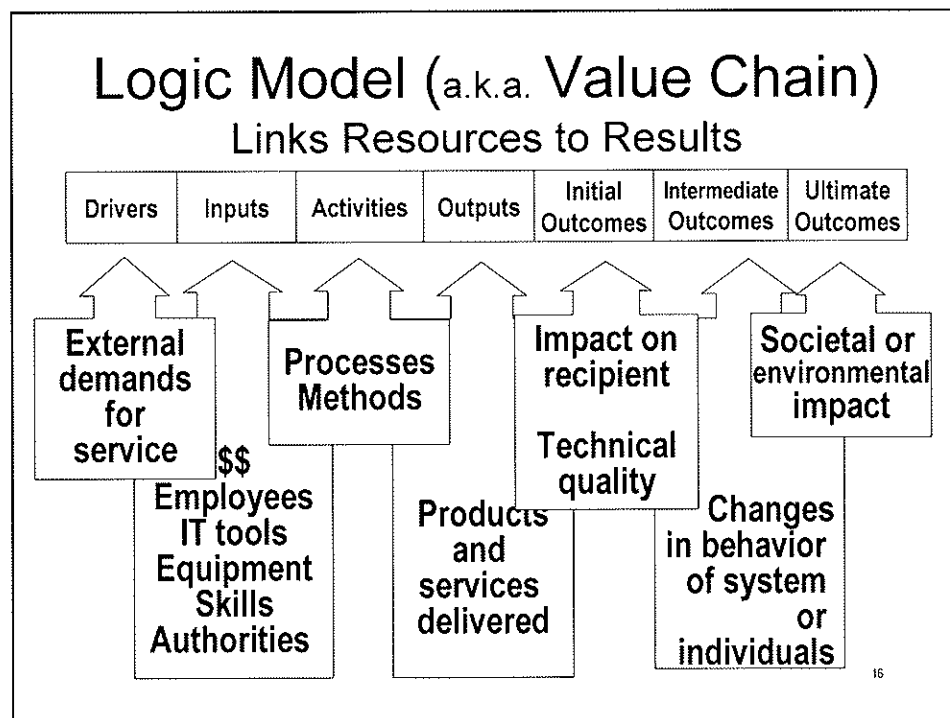
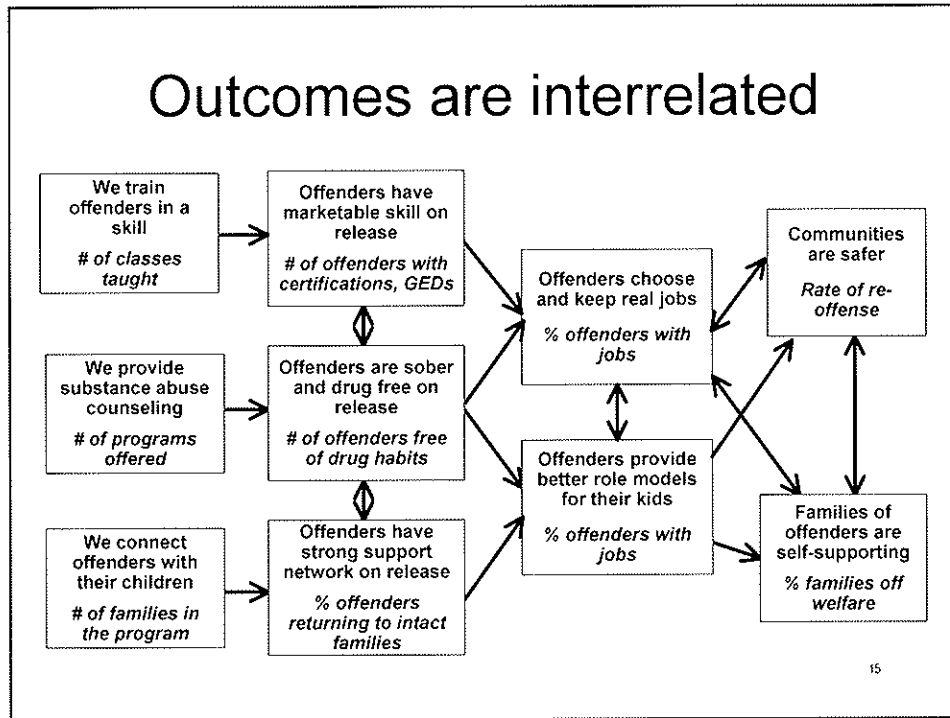


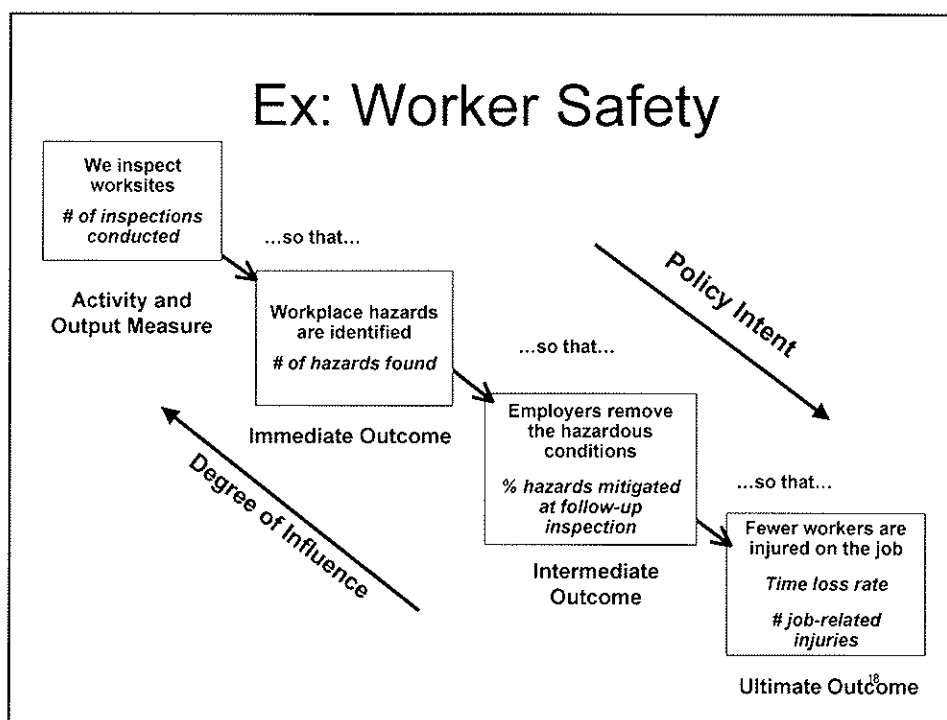
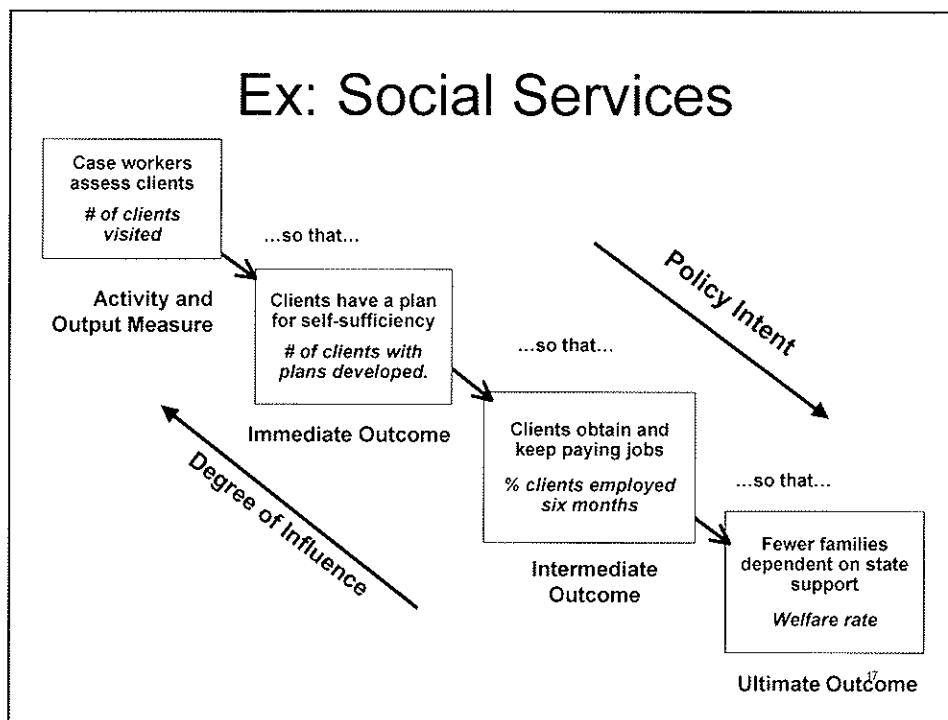
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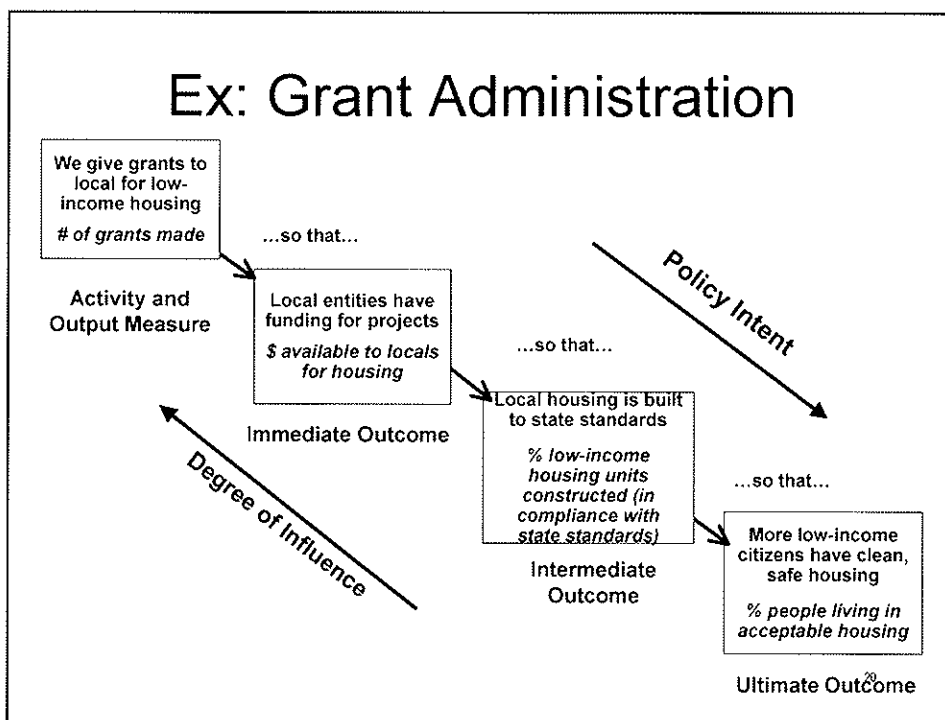
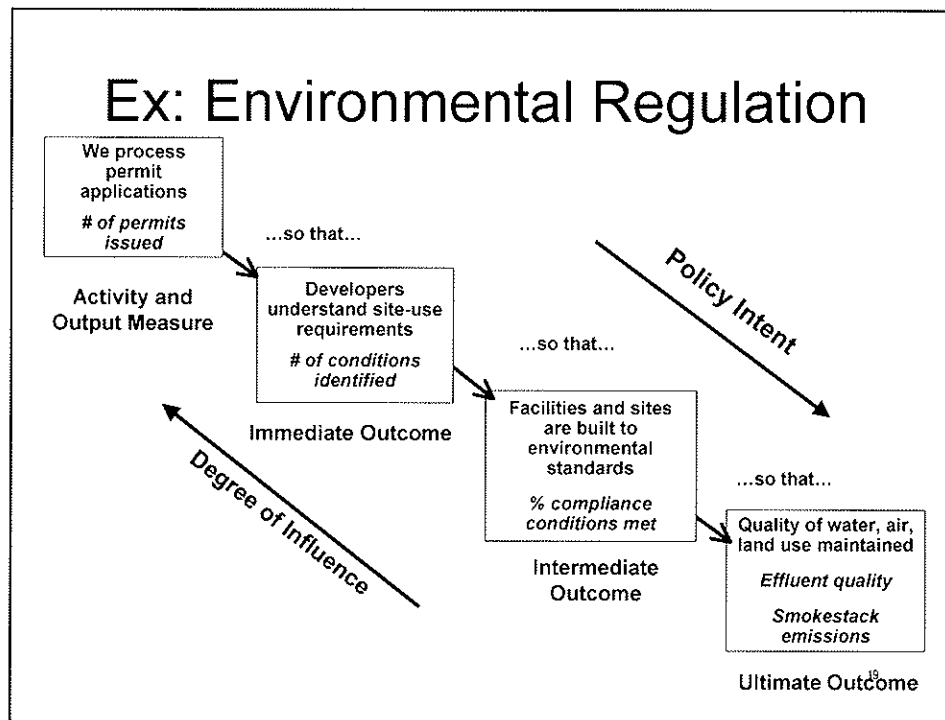
How can
we
measure
and
message
in their
terms?

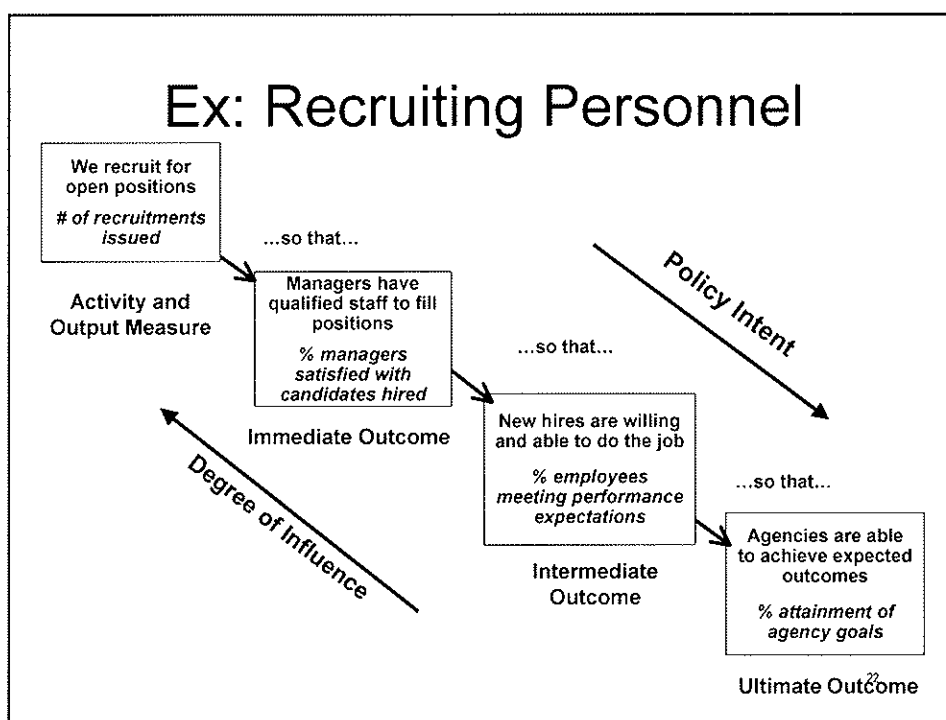
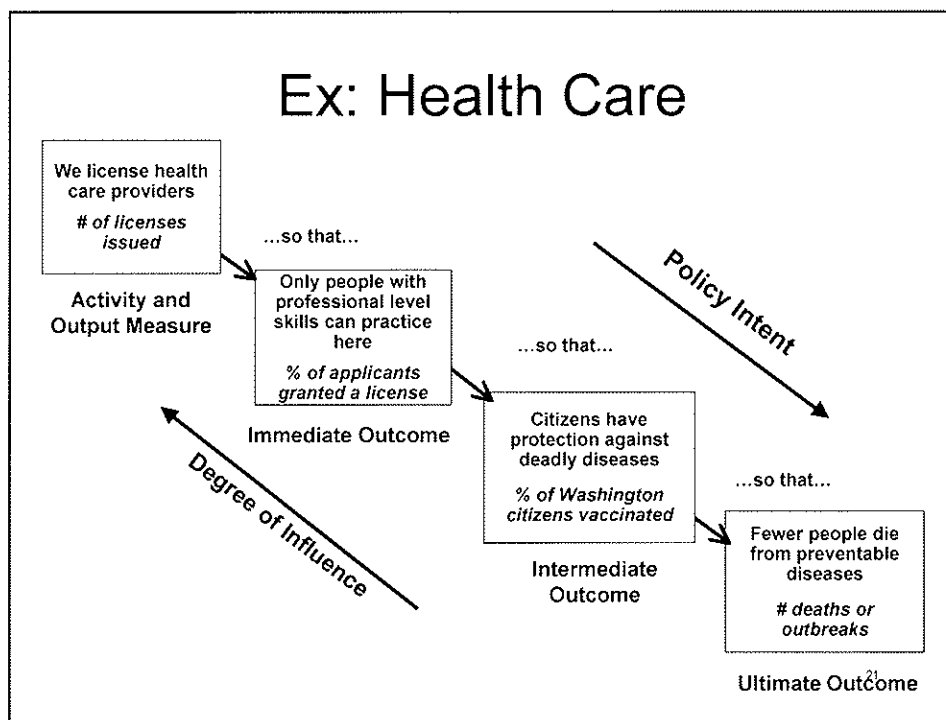


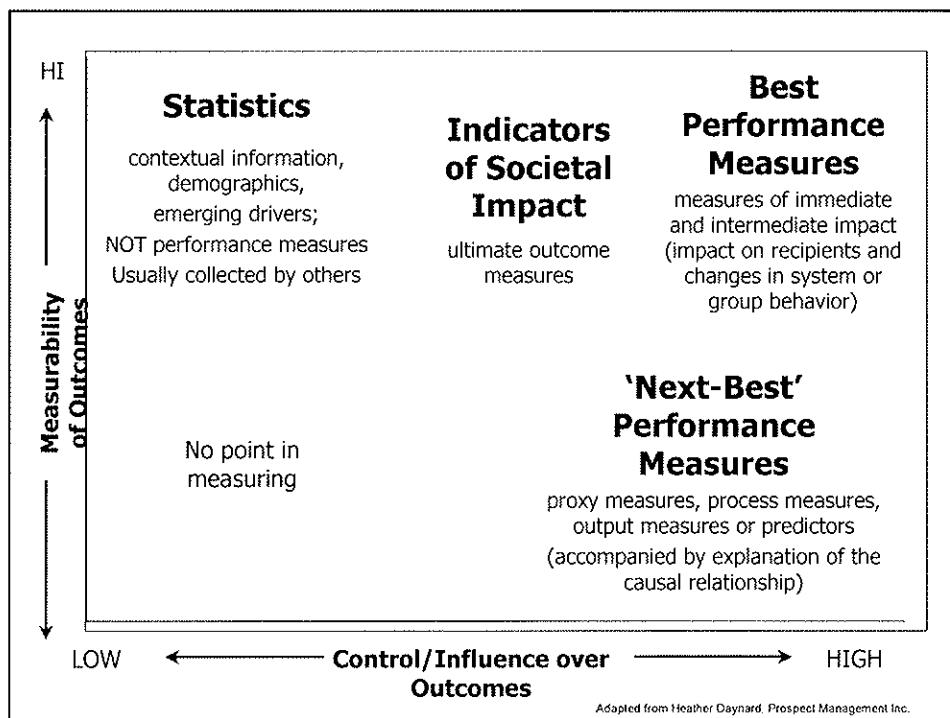
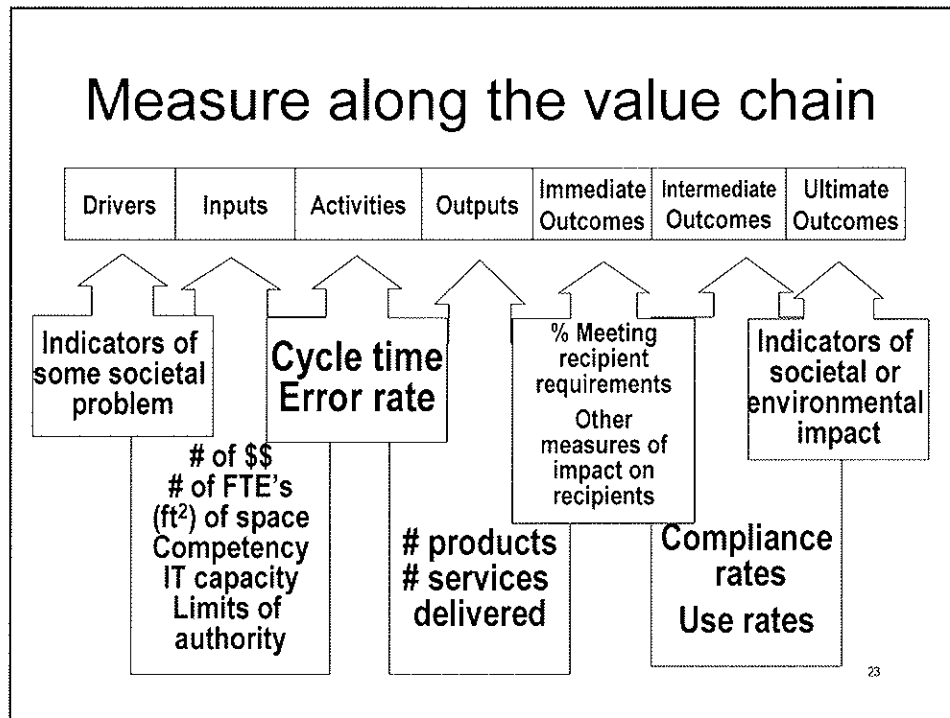


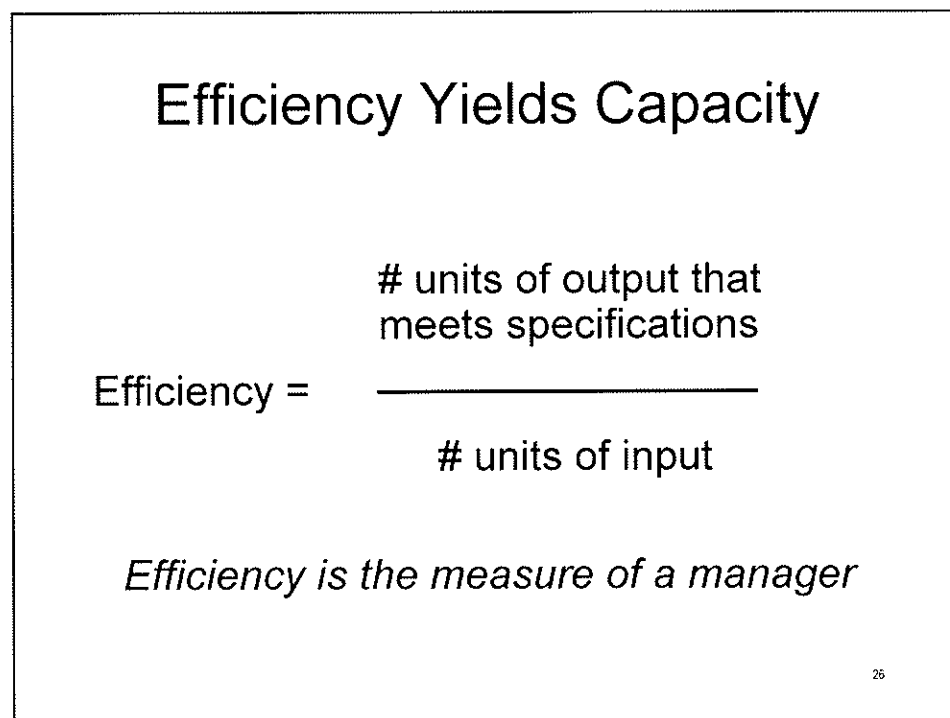
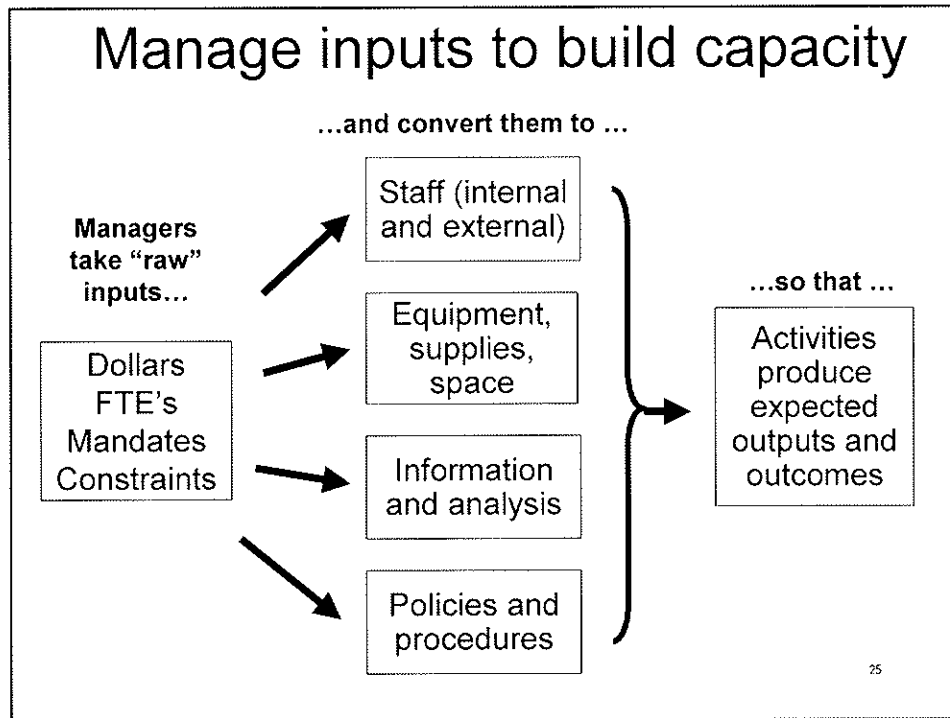




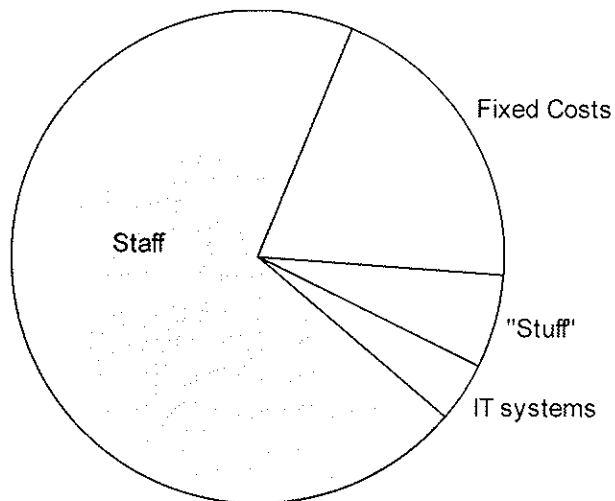








Capacity Yields Results



Drains on staff capacity

- Time spent on administration or oversight
- Lack of motivation
- Unscheduled absences, vacancies
- Work place injury
- Lack of expertise or competency
- Time spent on 'rework' or complaints
- Time spent putting out brush fires

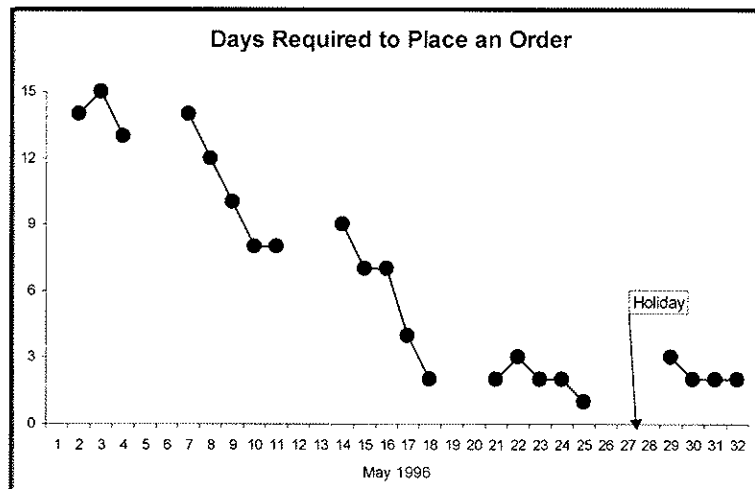
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Measuring Staff Capacity

- How many? • # FTE's, % vacant
- How present? • % absent, % time loss
- How available? • % doing admin. tasks or other work
- How competent? • % with skills needed
- How committed? • % satisfied with job
- How clear? • % know what to do

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Measures are Motivating

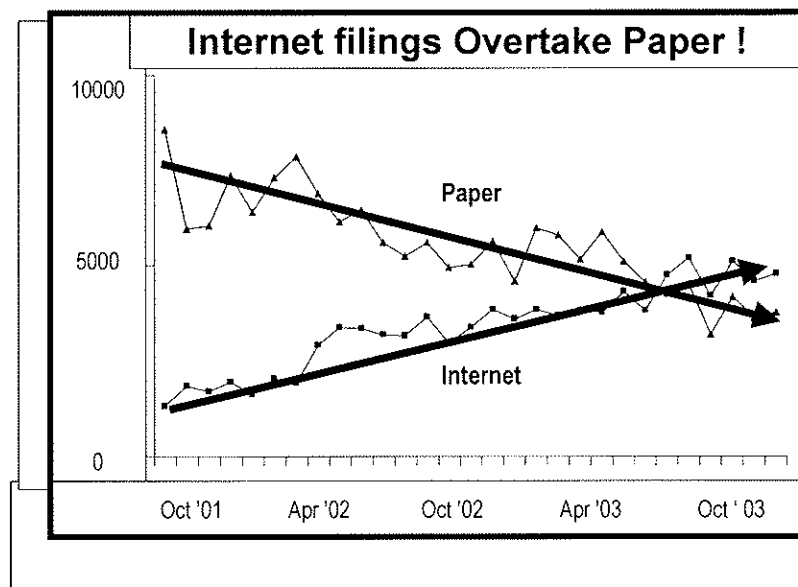


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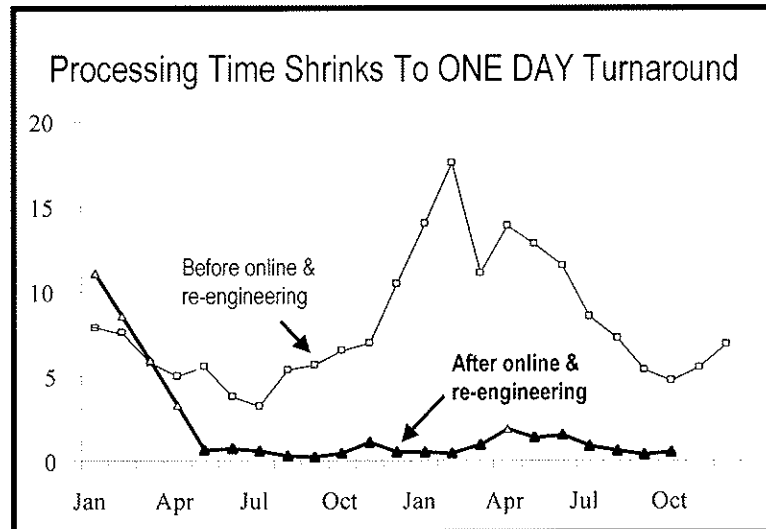
Measure to Build Morale

- Show how staff contribute to something meaningful
- Show how their personal effort matters
- Define the basis on which esteem is earned
- Provide a rational basis for recognition
- Reinforce desired behaviors

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Drains on capacity of “stuff”

- Deferring maintenance to “save money”
- Buying the ‘cheapest’
- Buying ‘over spec’
- Not factoring in ‘total cost of ownership’
- Inefficiencies in purchasing process
- ??

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Measuring Capacity of “Stuff”

- How many sq ft?
- Cost of space?
- Cost for goods?
- Quality of goods?
- Equipment capacity?
- “Total cost” to own?
- # Sq. ft, % occupied
- \$ per sq foot lease cost
- \$ per unit of purchase
- # customer needs met
- % demand met on time
- \$ life cycle

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Drains on capacity of data/info

- Data entry
- Data definitions
- Data system administration
- Data conversion to information
- ??

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Measuring Data/Info Capacity

- How timely?
- How valid?
- How accessible?
- How secure?
- Cost to collect?
- Cost to store?
- Cost to extract?
- Age of data
- % accurate
- Time to retrieval
- # events, % down-time
- \$ collection, data entry
- \$ storage cost per unit
- \$ per report generation

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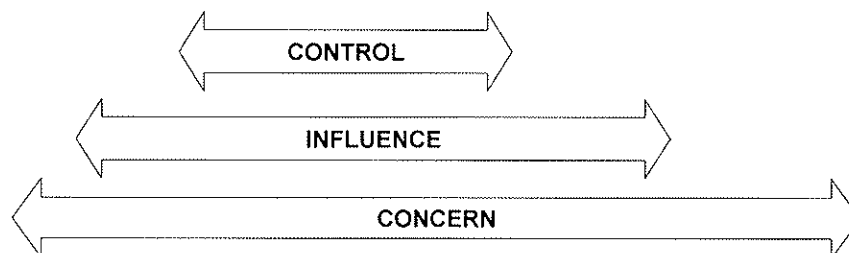
Other factors that reduce organizational capacity

- Missed opportunities for revenue generation
- "Color of money" limits
- Expenses related to tort claims
- ??

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Expanding our horizons

Drivers	Inputs	Activities	Outputs	Immediate Outcomes	Intermediate Outcomes	Ultimate Outcomes
Advocates	Authorizers Managers	Producers Partners	Managers	Recipients	Beneficiaries	Advocates Authorizers



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How can I use these two models?

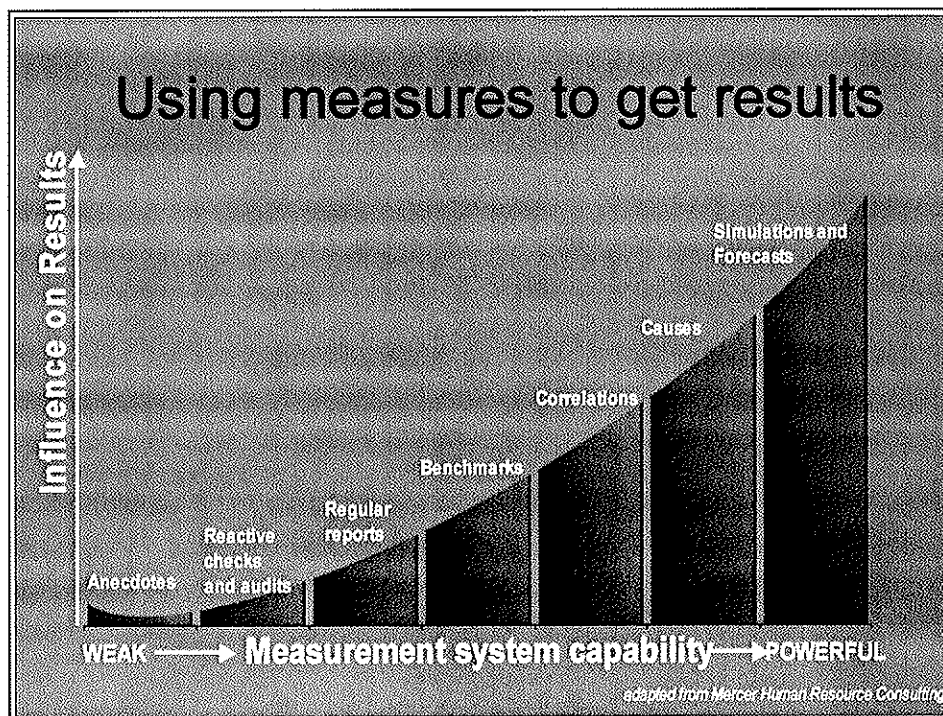
- Deliver on performance expectations
 - Assess effectiveness of strategies
 - Anticipate emerging trends
- Build capacity in the organization
 - Orient new staff, motivate staff & managers
 - Align all resources with desired results
- Build support in authorizing environment
 - Show what you do with the dollars
 - Relate resource requirements to results
 - Speak their language

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Why multiple measures?

- Make competing objectives visible
- Test strategies for robustness – relate causes to effects
- Anticipate emerging risks
- Triangulate on 'performance'
- Tailor communications for audience
- Signal desired behaviors

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Baselines and Benchmarks

- **Baseline:** The value of the measure when the observation period started.
- **Benchmark:** A point of reference used to measure process performance (not a synonym for target, baseline or milestone).

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Benchmarking is a structured approach for identifying smart practices from other organizations, and comparing and adapting them to your agency in order to:

- Identify more efficient or effective ways to achieve the desired results, or
- Establish targets for measures of output, service or product quality, or process capability.

Target: The value to be achieved by a date certain.

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Setting Targets

- Start from a data-based rationale (baseline, mandate, benchmark, customer needs, etc.)
- Use judgment (budgets, organizational capacity, politics, policies, etc.)
- Engage those responsible for meeting them in negotiating targets.

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Crude measures of the right things
are better than precise measures of
the wrong things.

Jim Clemmer

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Words of Advice

- Start where you are
- Use what you have
- Learn as you go

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